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ER 86-1550
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DCI/ICS 86-3733
28 April 1986

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence
Director, Intelligence Community Staff

25X1

FROM: Eloise R. Page
Chairman, Critical Intelligence Problems Committee

SUBJECT: CIPC Study of NFIP Support to Contingency
Operations-Situation Report (C)

REFERENCE: Your Memorandum dated 11 April 1986 (ER 86-1550)

1. We are working closely with DIA's Assistant Deputy Director for Research and the Chairman of the CIPC's NFIP Support to Contingency Operations Working Group, to get the CIPC study effort launched expeditiously. The following summarizes our work to date:

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- Terms of Reference have been reviewed by CIPC members, and comments are being incorporated in a final version. DIA provided the J-2s of selected Unified and Specified Commands copies of the TOR.
- On 23 April, chaired the first working group meeting. The discussion focused on defining "contingency operations" and developing a work plan. The next meeting is scheduled for 29 April.
- At the first meeting, working group members were encouraged to participate in the mid-May DIA Symposium on Low Intensity Conflict. The four-day symposium will provide a valuable opportunity for discussions with senior representatives of the U&S Commands. (S/NF)

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SUBJECT: CIPC Study of NFIP Support to Contingency Operations-Situation
Report (C)

2. Once the group bounds its task, it will review how the members of the Community currently support contingency operations and will examine projects, programs, and technologies that could have application to enhance our support to contingency operations. While the diverse topics to be covered are highly complex, the working group has been apprised of the urgency attached to the study. (S/NF)

[Redacted Signature Box]

Eloise R. Page

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SUBJECT: CIPC Study of NFIP Support to Contingency Operations-Situation
Report (C)

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DCI/ICS/CIPC [] (24 April 1986)

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SUSPENSE		25 Apr 86 Date			

Remarks

To 4: Please provide sitrep on this effort as requested.

Executive Secretary
11 Apr 86
Date

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11 April 1986


MEMORANDUM FOR: Director, Intelligence Community Staff
FROM: Director of Central Intelligence
SUBJECT: CIPC Study of NFIP Support to Contingency Operations

I had a good talk with Lenny Perroots today. He tells me that [redacted] is around and has been tasked to develop subjects for the trip that Perroots and I plan to take [redacted]. He won't be going away on the 21st, but probably somewhat later. I asked Perroots to have him take initial steps to get the CIPC defined and under way before his departure. He agreed that that should be done. Would you have the appropriate person follow through on this with [redacted]

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William J. Casey

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Deputy Director
Intelligence Community Staff

Thurs

DCI Mr. Casey

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Attached are
Talking points for
your use in talking
to Lenny Perroots
Tomorrow re CIPC study
on intel support to
contingency ops.

(show from whom
each comment.)

STAT



ROUTING AND RECORD SHEET

SUBJECT: (Optional)

CIPC Study of NFIP Support to Contingency Operations

FROM:

Eloise R. Page/DD/ICS

(Officer designation, room number, and
wing)

EXTENSION

NO.

DATE

10 April 1986

DATE

RECEIVED

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OFFICER'S
INITIALSCOMMENTS (Number each comment to show from whom
to whom. Draw a line across column after each comment.)*ER*

10 APR 1986

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CIPC Study of NFIP Support to Contingency Operations: Status Report

- Terms of Reference for the study have been prepared (attached) and circulated to the CIPC members for clearance/comments.
- DIA, who was committed to providing a Chairman for the Working Group, did not do so until the end of March. They have nominated [redacted] [redacted], Assistant Deputy Director for Research, to be assisted by [redacted] Chief of DIA's Operational Intelligence Support Branch, as the Vice Chairman.
- Unfortunately, [redacted] is overseas on TDY until 21 April. This will preclude the study's being completed in time for use at the DIA symposium on Low Intensity Conflict as was the original intention. However, members of the CIPC Working Group will participate actively in the symposium.

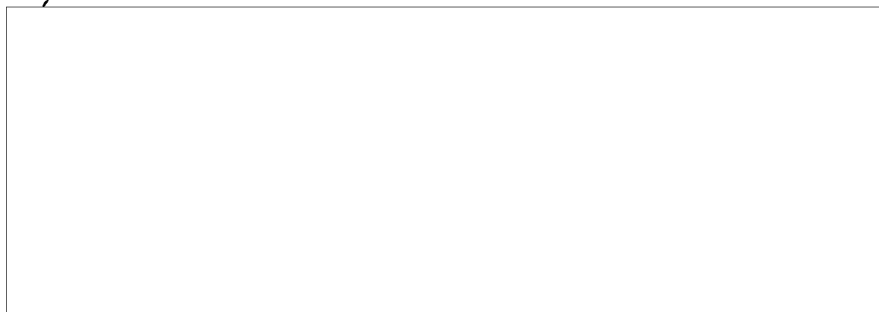
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NATIONAL FOREIGN INTELLIGENCE PROGRAM SUPPORT TO CONTINGENCY OPERATIONS
TERMS OF REFERENCE

I. BACKGROUND

A. The DCI has directed that the Critical Intelligence Problems Committee (CIPC) expeditiously undertake a study on NFIP support to contingency operations. This study will focus on ensuring that US military personnel receive timely and useable support from the Intelligence Community in preparing for and carrying out these operations. (S)

B. For the remainder of this decade, and probably beyond, US combat forces are far more likely to become involved in low-intensity combat in Third World countries than being called on to defend major allies. Following the Grenada mission and US Marines Corps deployment to Beirut, the Intelligence Community has improved its ability to collect, process, exploit, analyze, fuse, tailor, and disseminate national intelligence in support of contingency operations. (S/NF)

C. Yet, despite improvements, there are factors which could limit the Community's effectiveness in providing support to contingency operations. These include conflicting responsibilities and interests (such as the protection of intelligence sources and methods versus the timely production of actionable intelligence, theater needs versus deployed unit needs, and national requirements versus deployed forces requirements), insufficient precrisis preparation, and cumbersome procedures. These problems need to be addressed urgently, given our inability to predict precisely the time and place for the next contingency operation. (S/NF)

D. With limited collection and production resources and seemingly unlimited demands and requirements, the Intelligence Community cannot prepare for every possible contingency where US forces could be employed or create an extensive full-time support system that can be used for little else. What is called for is a strategy to ensure adequate support without skewing the entire intelligence process as a result. (S/NF)

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II. PURPOSE:

The objectives of the study are:

- To conduct a comprehensive, all source review of the Intelligence Community's support of US military forces in contingency operations. Such support would include alerting national security authorities to a situation where the use of limited US force could become a policy option, assisting in the planning, providing direct support during the execution phase, and participating in post mortems and lessons-learned excursions.
- To develop specific ways and means of improving support to contingency operations with existing and programmed resources and through new initiatives. To assess the impact the major recommendations would have on procedures and resource allocation. (S/NF)

III. APPROACH

A. A working group of experts from the Community and Department of Defense under the chairmanship of a senior intelligence official will be formed. Its initial task will be to set the study parameters and bring the objectives into sharper focus. To this end, the group will seek to gain a precise understanding of what is meant by NFIP support for contingency operations and its relationship to tactical intelligence in this context. For the purposes of this study, contingency operations are understood to refer to those military, paramilitary, or allied operations conducted overtly or covertly that by nature of time, location, priority, or extant plans and support structures are most often supported by ad hoc collection, production, and dissemination processes. One of the challenges to the study will be to develop methods for minimizing the extent of improvisation of the intelligence support to any contingency operation. These operations usually occur in the lower portion of the conflict spectrum and could range from an operation greater than an immediate response to a discrete terrorist incident to operations that fall short of defending an ally against a major attack. Bounding the problem will greatly influence the outcome as well as the utility of the study. (S/NF)

B. The CIPC effort will make maximum use of existing or planned work associated with this problem.

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C. The study will address the following topics:

- Intelligence needs of the field commander.
- Adequacy of intelligence capabilities to support contingencies.
 - National
 - Commands
 - Services
 - Components
 - Surge capability at the various levels
- The role of intelligence in contingency planning.
 - Guidance and coordination, especially between intelligence and operational elements
 - Collection
 - Production
 - Other factors
- The role of intelligence during the execution phase.
 - Guidance and coordination
 - Tasking and responsiveness
 - Collection
 - Production
 - Direct support assets: effectiveness and limitations
 - Other factors
- The role of intelligence in post operations activities
(U)

D. Based on the above, the working group will devise recommendations to be accompanied by a concise rationale and an agency/office nominee to be responsible for carrying out each one. All areas under consideration would be subjects for recommendations, but particular emphasis will be given to :

- Relationship of NFIP and TIARA
- Direct support structures
- Community coordination and cooperation
- Coordination between military operational commands and units and intelligence components
- Responsiveness and utility
- Competing requirements
- Protection of sources and methods
- Baseline (core) assets and surge capability
- Communications and dissemination
- Training

(S/NF)

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IV. ADMINISTRATION

A. This study will be conducted by a working group consisting of one representative designated by each principal member of the CIPC and one representative each from the appropriate IC staff components. The chairman of the National Foreign Intelligence Program Support to Contingency Operations Working Group will be appointed by the Chairman, CIPC, who will also designate a CIPC staff officer to assist the working group in conducting the study and drafting its report. (C)

B. The Chairman, National Foreign Intelligence Program Support to Contingency Operations Working Group, will be responsible for conducting the study and ensuring that the group's draft report is submitted to the Executive Secretary, CIPC, two months from the time these terms of reference are approved. (C)

APPROVED:

Chairman, Critical Intelligence Problems Committee

Date

DISAPPROVED:

Chairman, Critical Intelligence Problems Committee

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